

**From:** Chris Hedberg  
**To:** 'Microsoft.atr(a)usdoj.gov'  
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**Subject:** Microsoft Settlement

Just wanted to send a quick comment regarding the recent Microsoft settlement. I think that the mechanism described whereby Judgement Compliance Officers on the Technical Committee help to resolve issues between Microsoft and customers or competitors is a very good one, assuming that you find the right people for the Compliance Officer positions and that the committee is free to act and backed up by the power to be heard. It's a much better idea that Judge Jackson's initial ruling, which I definitely feel could have led to a lot of confusion in the PC market and not much real advantage to consumers.

I would not have minded provisions requiring Microsoft to publish their APIs more completely and to release specifications for their internal formats to allow other companies easier access to the features internal MS developers take for granted in many cases, but this solution seems very flexible and powerful, both of which I think are required elements when dealing with a market that changes rapidly and a creative, strong-willed, dominant company. I am a former full-time employee of Microsoft, and while I feel that its employees and many of its products are among the best in the world, I have long disagreed with the company's aggressive and often short-sightedly self-serving approach to standards and competition. Microsoft is at its best when it's forced to compete against strong products. Its products tend to weaken and fail when there's no clear competitor meeting an unmet need.

Thank you for reading my comments.

-Chris Hedberg